

CAREER SERVICE QUESTIONNAIRE

____ Career Service

1. How does the career service identify its more promising officers? What principal criteria are used?
2. How does the career service identify marginal performers? Are formal ranking procedures used?
3. How may an employee express his preference for future assignments or training? What is done for young officers who, during the first year or two of employment express a wish for a different assignment more compatible with personal interests and skills?
4. How does the career service enable its junior and mid-level officers to participate in decision-making or other management activities?
5. Do you have a preferred set of developmental experiences--assignments and training--that you arrange for young professionals during their first three or more years? Is there a formal rotational program?
6. Do you have a preferred set of developmental experiences--assignments and training--that you arrange for officers through the junior and middle ranks to the executive level?
7. Are Headquarters assignments usually decided well in advance of the time the incumbents are scheduled to leave, or are they more often than not decided as vacancies arise? If the latter, do you have a formal or semi-formal system for making such assignments?
8. What professional jobs in the career service were filled by individuals of another career service during the past three years? Please list the number and types of jobs involved, and the main reasons why the assignments were made.
9. How does the career service inform employees of personnel decisions, e.g., promotions, assignments? Who informs individuals who are judged to lack potential to advance further in grade or responsibility?
10. Do career service procedures dealing with personnel assignments differ for occupational groups?
11. What has the career service done about the training and development of low-graded and unskilled employees?
12. Beyond those outlined in , does the career service have specific standards or criteria for recommending Quality Step Increases? If so, please describe.

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13. Does the career service provide career counseling for each employee?
If so, how?
14. What jobs were filled by women during the past two years that heretofore were filled only by men? What is being done to open new job areas to women?
15. Do career boards initiate or review recommendations for QSI's and Honor Awards? Do you have reward systems other than QSI's, Honor Awards, and promotions?
16. Do you have written statements of the qualifying experiences and skills needed for advancement from journeyman to senior positions?
17. How far into the future are personnel input requirements estimates projected?
18. What procedures have you established to "weed out" poor employees during the one-year trial and three-year career conditional periods?
19. How do you identify and develop clerical and technical personnel who appear to have capabilities of becoming professional careerists?
20. What is done to determine the retirement intentions or interests of employees eligible for retirement?